



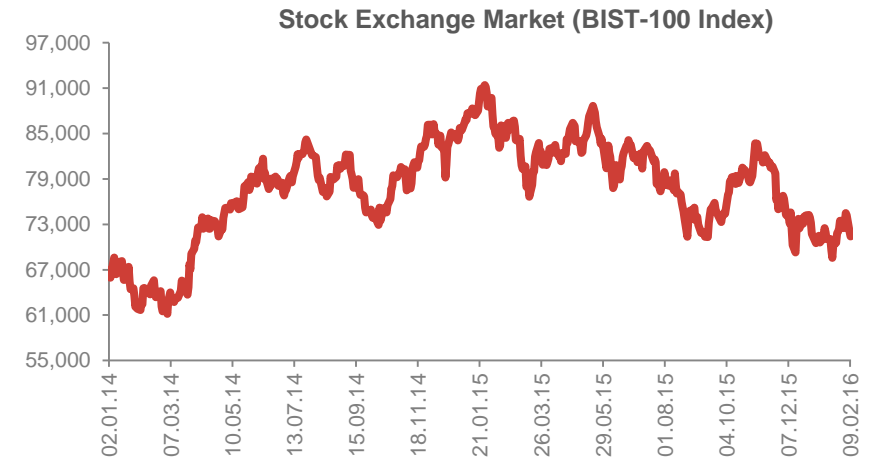
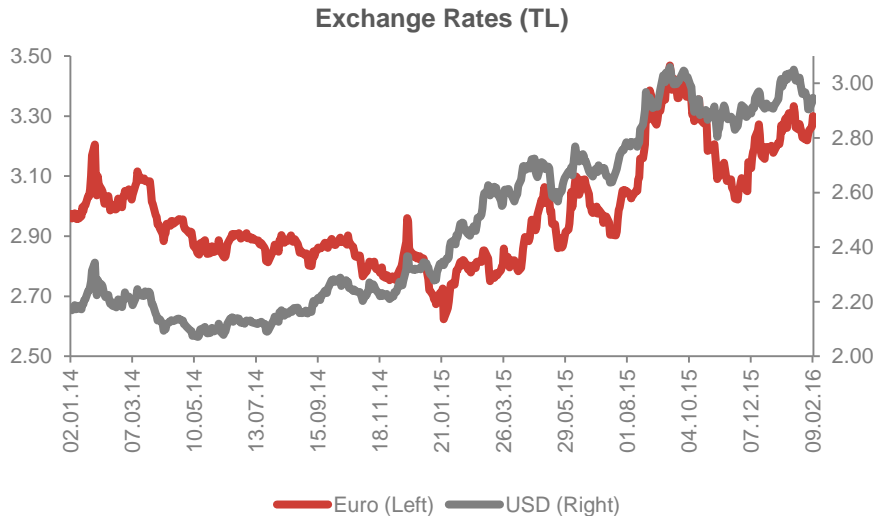
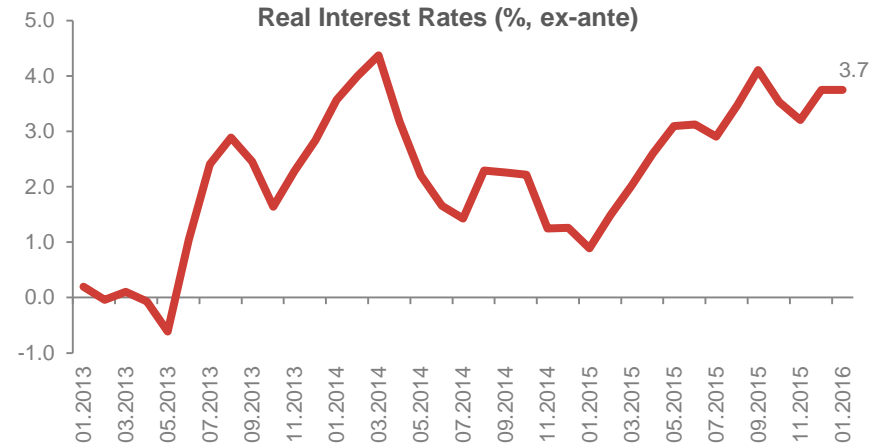
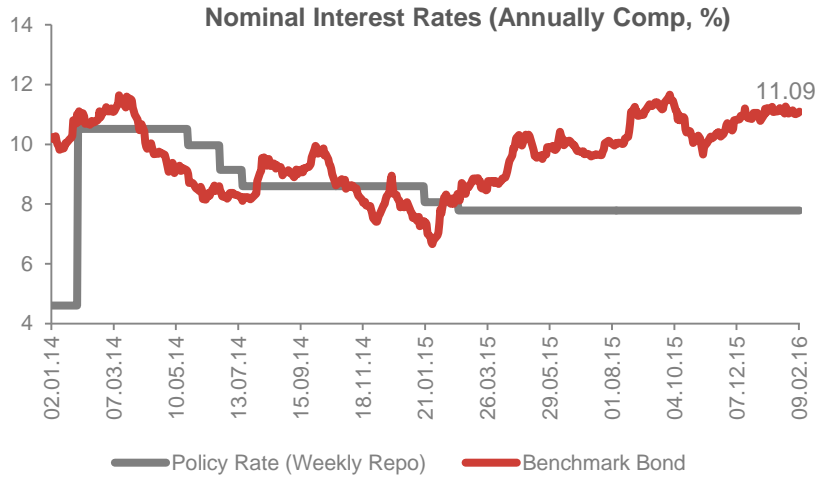
Koç Holding
FY15 Earnings Presentation

15 February 2016

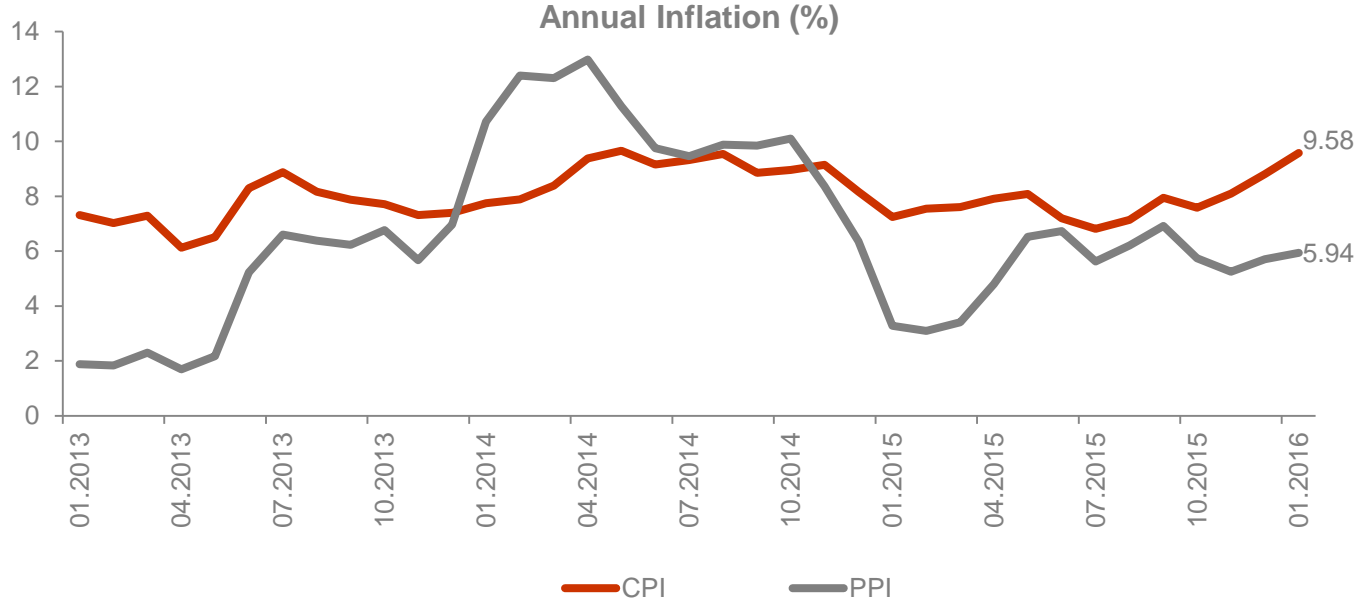
FY15 Operating Environment



Risk aversion regarding emerging markets combined with domestic political developments left Turkish financial markets under pressure



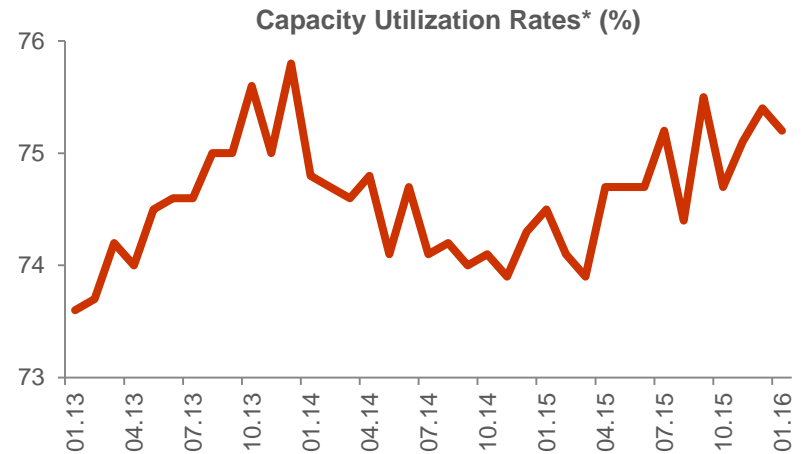
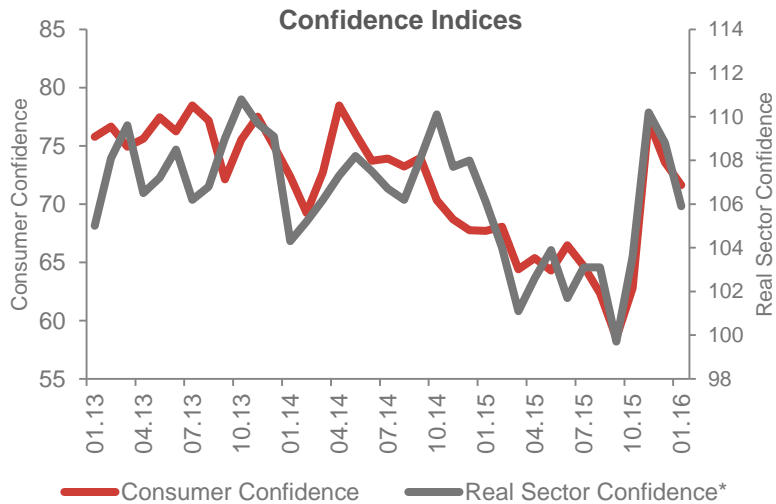
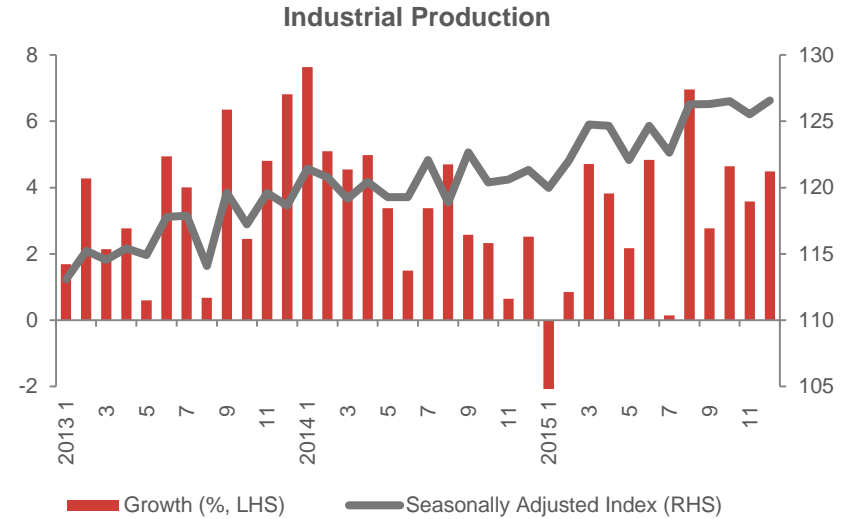
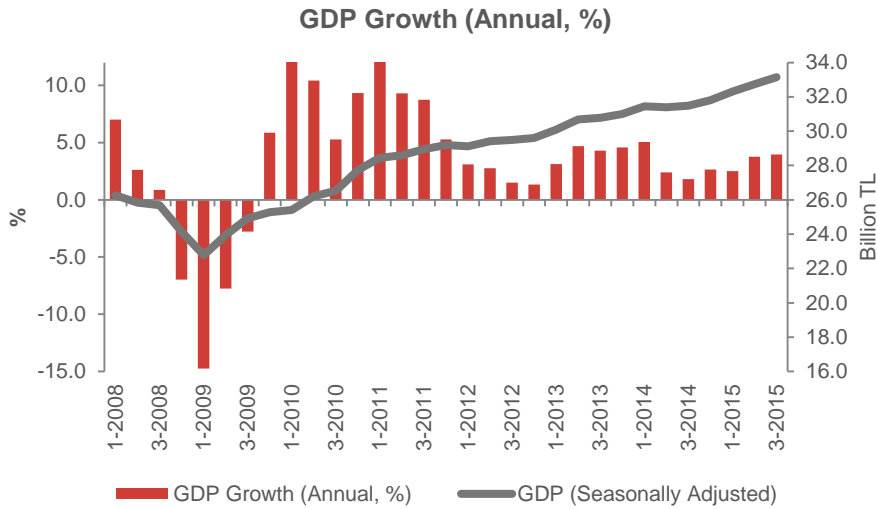
Inflation remains above official targets



%	July	Aug	Sep	Oct	Nov	Dec	Jan '16
CPI (Annual)	6.8	7.1	8.0	7.6	8.1	8.8	9.6
CPI (Monthly)	0.09	0.40	0.89	1.55	0.67	0.21	1.82
Core Inflation (Annual)	7.3	7.7	8.2	8.9	9.2	9.5	9.6
PPI (Annual)	5.6	6.2	6.9	5.7	5.3	5.7	5.9



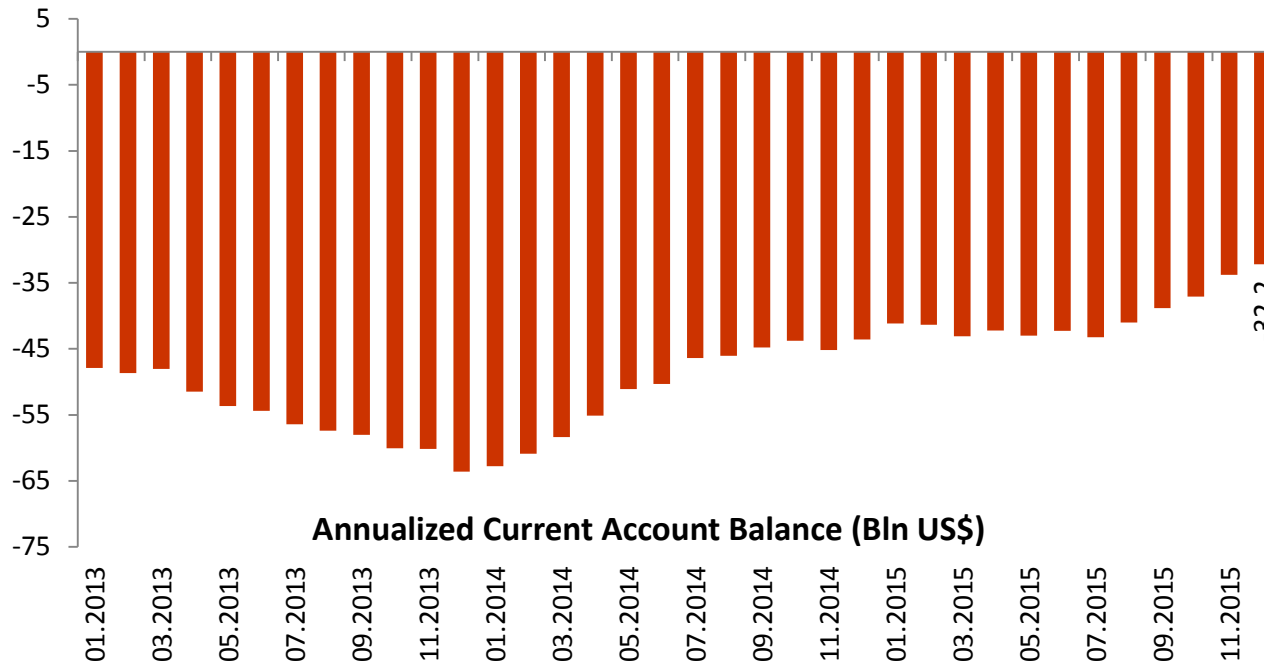
Economic activity in the last quarter of 2015 remained resilient



* Seasonally adjusted

Sharp decline in energy import bill helps current account deficit to contract substantially

	December 2015		Last 12 Months	
	\$ Billion	Annual Chg.	\$ Billion	Annual Chg.
Exports	11.8	-11.1%	143.9	-8.7%
Imports	18.0	-17.5%	207.2	-14.4%
Trade Balance	-6.2	-27.4%	-63.3	-25.2%

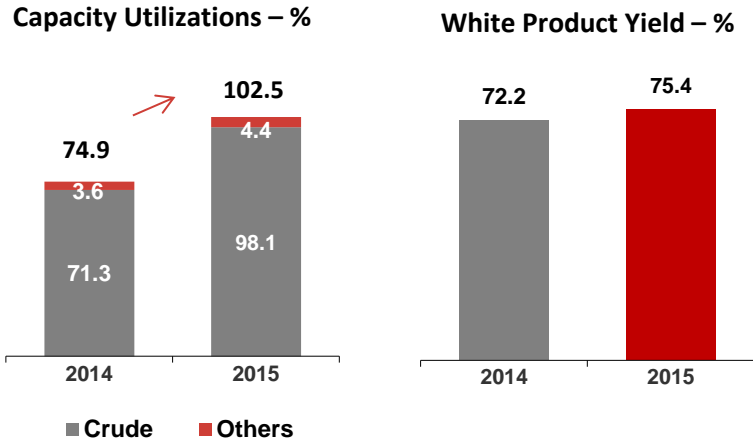


FY15
Koç Group



Energy – Koç Group Companies

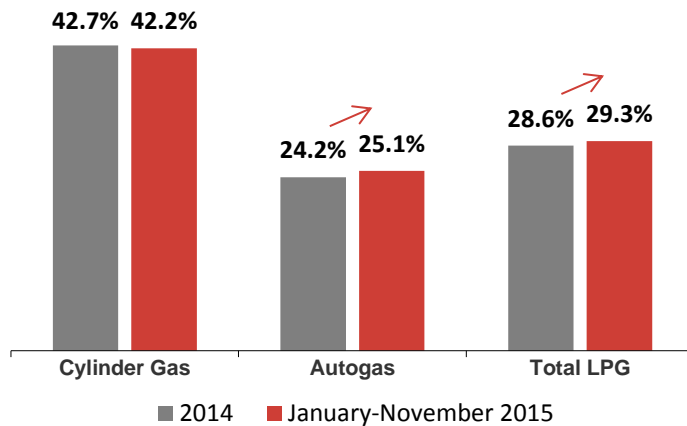
Tüpraş Capacity Utilizations & White Product Yield



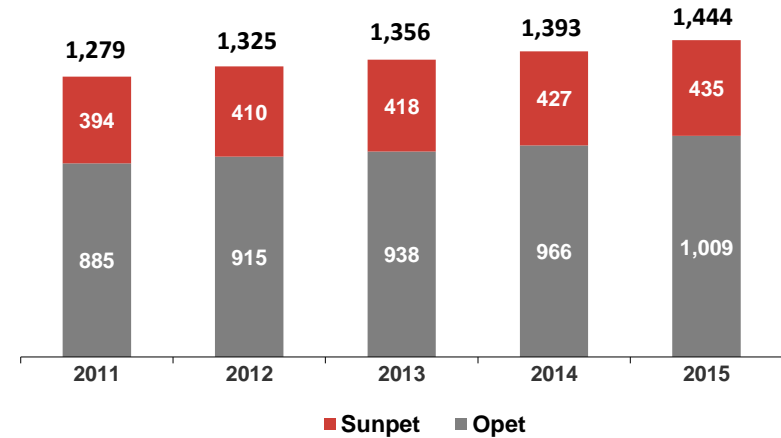
Tüpraş&Med Complex Margins – US\$/Barrel

	Tüpraş Clean Gross / Net Ref. Margin	Inventory Effect	Tüpraş Gross / Net Ref. Margin	Med Complex Margin
4Q14	13.26 / 6.02	-1.45	11.80 / 4.56	3.84
4Q15	11.66 / 5.93	-0.76	10.90 / 5.17	3.54
FY14	11.09 / 3.74	-0.53	10.56 / 3.21	1.95
FY15	12.32 / 6.93	-0.46	11.86 / 6.47	4.83

Aygaz Market Shares – %

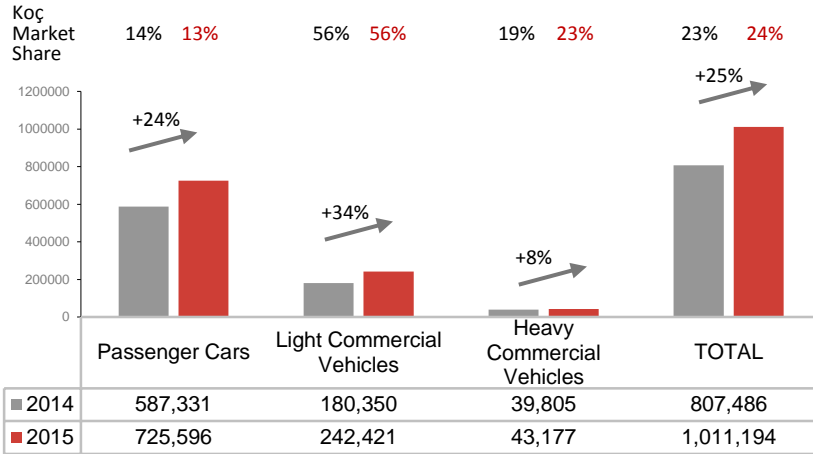


Opet Station Numbers



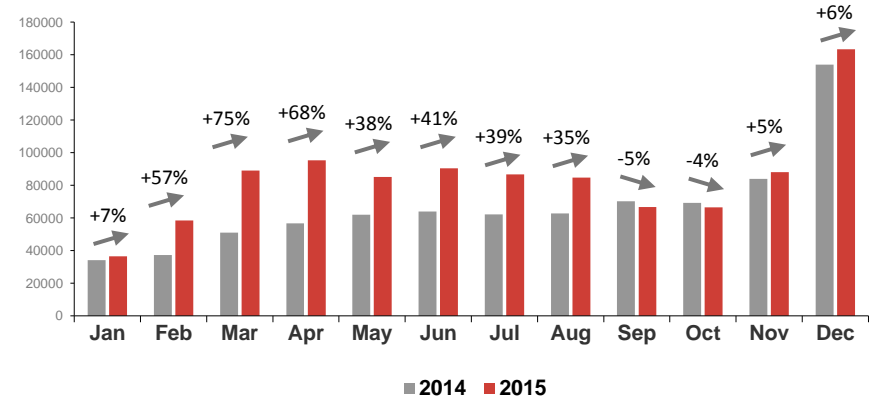
Automotive – Ford Otosan & Tofaş vs Sector

Sales Units, Domestic Market *



* Source: Automotive Manufacturing Association

Sales Development, Domestic Market * – Units, Monthly



Koç Group Share – January-December 2015

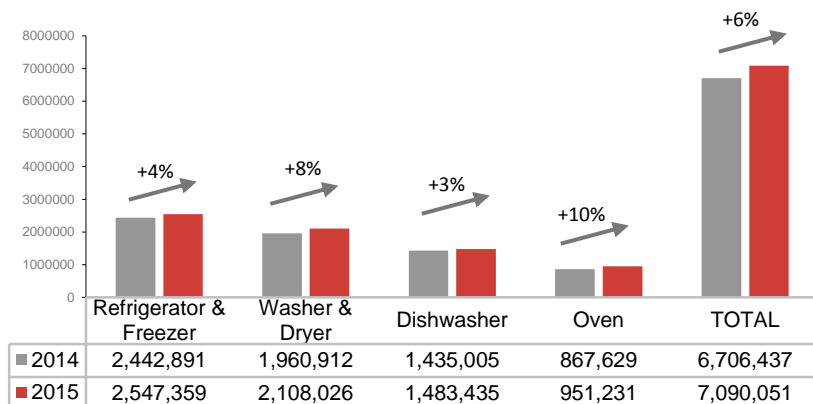
	Ford Otosan		Tofaş	
	Market Share	Rank	Market Share	Rank
Total Automotive*	12.5%	2	11.3%	4
PC	6.5%	6	7.1%	3
LCV	25.9%	2	40.0%	1
MCV	33.7%	1	8.9%	3
Heavy Truck	23.3%	2	---	-

* Including Heavy Commercial Vehicles



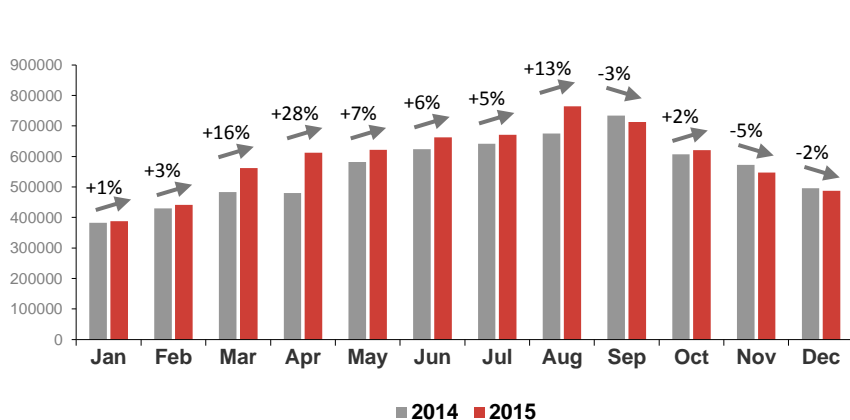
Consumer Durables – Arçelik vs Sector

Sales Units, Domestic Market *

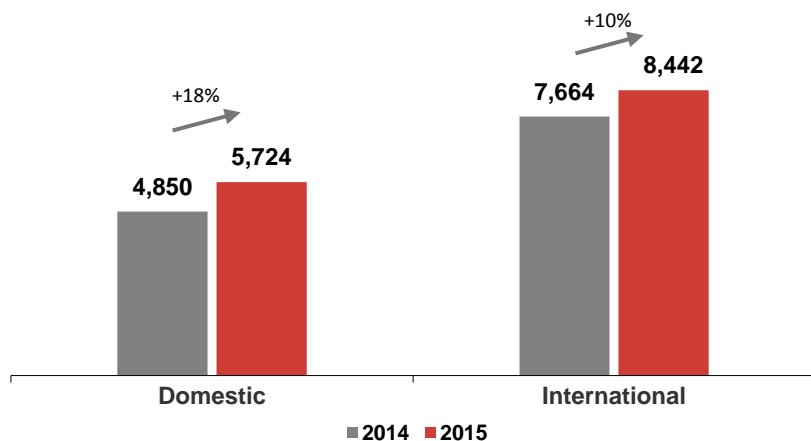


* Source: White Goods Manufacturing Association

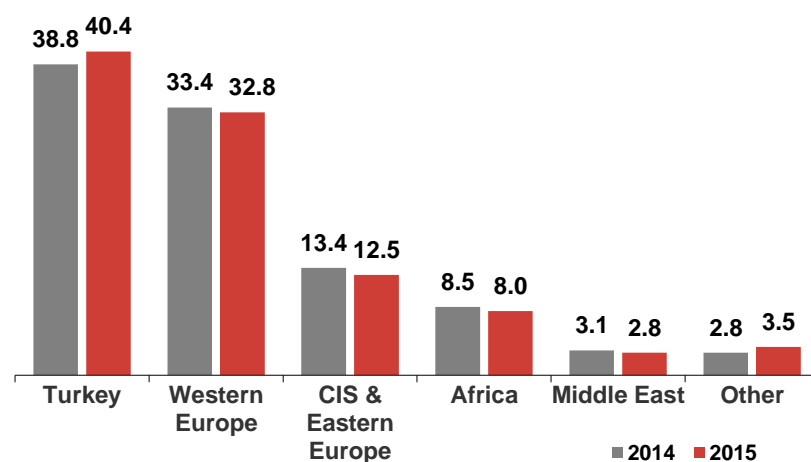
Sales Development, Domestic Market * – Units, Monthly



Arçelik Revenues – TLmn



Arçelik Regional Breakdown of Revenue – %



Finance – Yapı Kredi Bank

Phase 1 complete: Invest (2014 & 2015)

Phase 2: Harvest



Invest & Acquire Customers

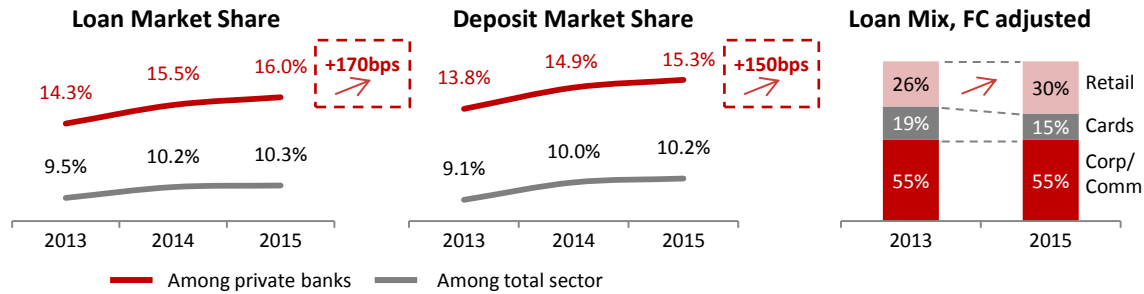
+77 new branches to **1,000**
+2,661 headcount to **19,345**
+1,299 ATMs to **4,332**
+129% increase in digital banking customers to **4.1 million**

+1.2 million customers acquired in 2 years

- Investments complete
- Continued pace of customer acquisition



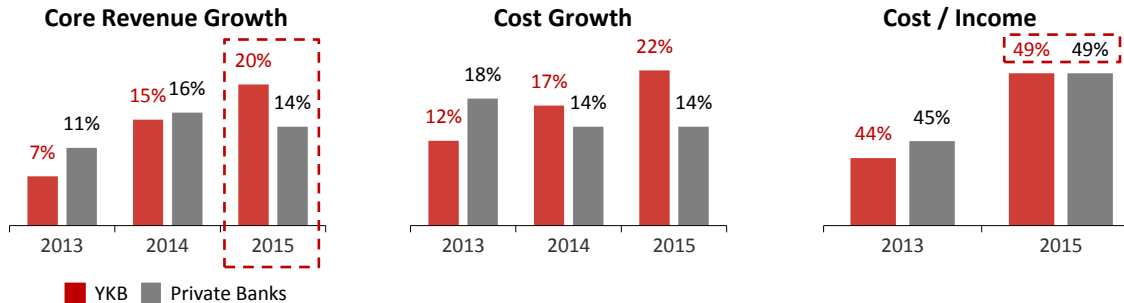
Increase Scale & Remix Effectively



- Desired scale reached; no further market share gains
- Continued shift towards value generating products



Accelerate Revenues & Complete Investments



- Continued outperformance in revenues
- Significant deceleration of cost growth

Note: Private banks data based on BRSA monthly financials as of Dec'15



FY15 Financial Results



Group's Overall Financial Performance

TL million	Energy	Automotive	Consumer Durables	Finance	Other	FY15 Total	Change Over FY14 Total
Combined Revenues *	62,397	35,868	14,652	21,515	9,880	144,311	▲ 8%
Combined Gross Profit	5,723	4,466	4,601	9,189	1,691	25,670	▲ 34%
Combined Operating Profit **	3,842	2,455	1,157	3,382	198	11,035	▲ 71%
Combined Profit Before Tax	2,378	1,966	770	3,431	614	9,160	▲ 53%
Combined Net Income	2,671	2,083	876	2,754	504	8,889	▲ 34%
Consolidated Net Income ***	1,060	857	351	917	382	3,568	▲ 32%

* Before intra-group revenue eliminations

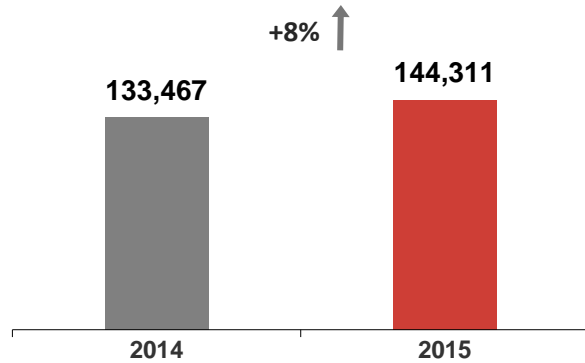
** Excluding FX gains/losses and credit finance income/charges on trade receivables and payables (Combined operating profit reported in FY15 financial report is TL 10,689 mn)

*** Koç Holding's consolidated net income after the share of JV partners and non-controlling interests

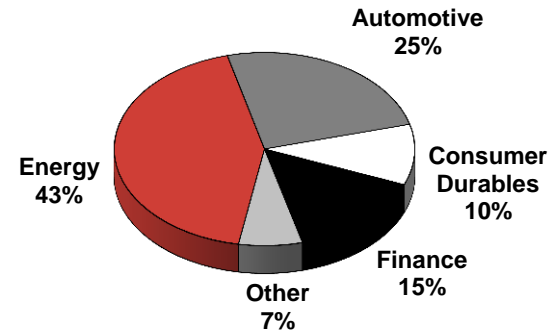


Combined Revenues

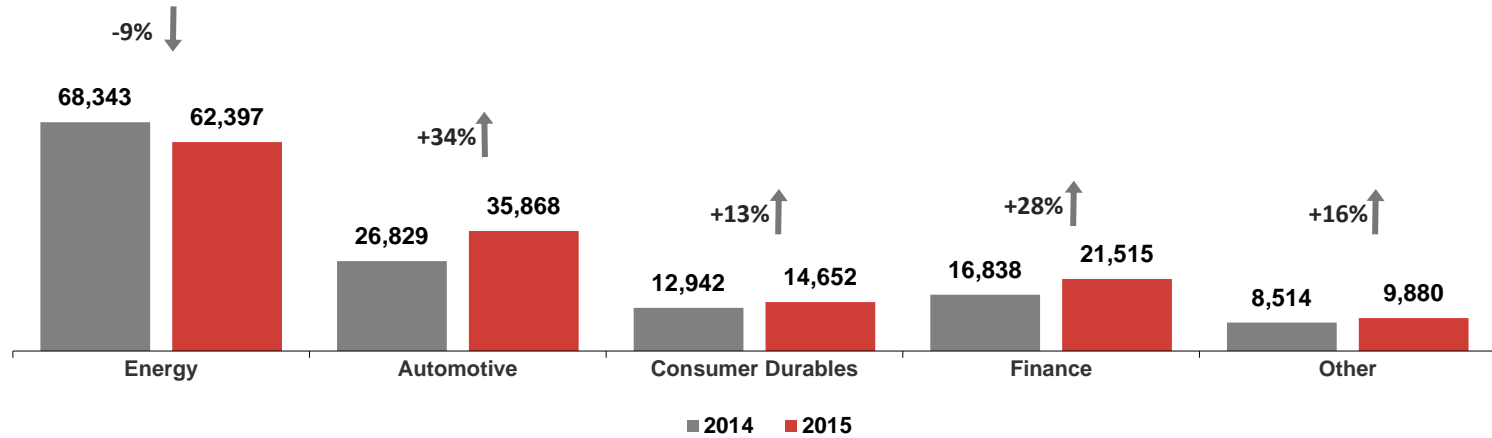
Combined Revenues – TLmn



Segmental Combined Revenues Breakdown – %

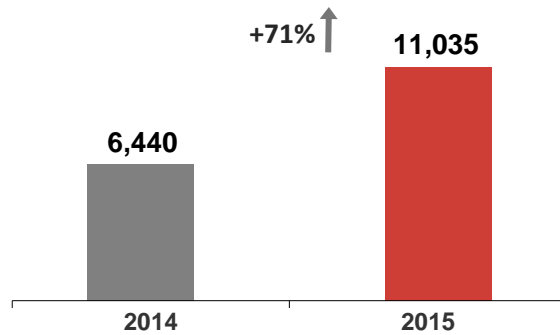


Segment Contribution to Combined Revenues – TLmn

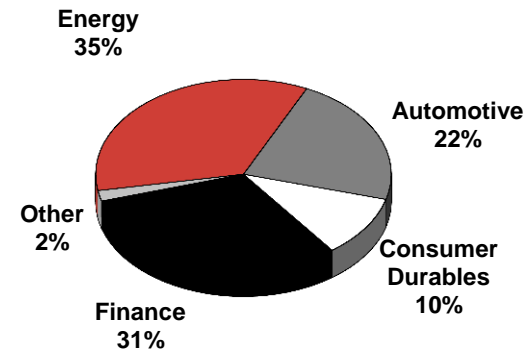


Combined Operating Profit *

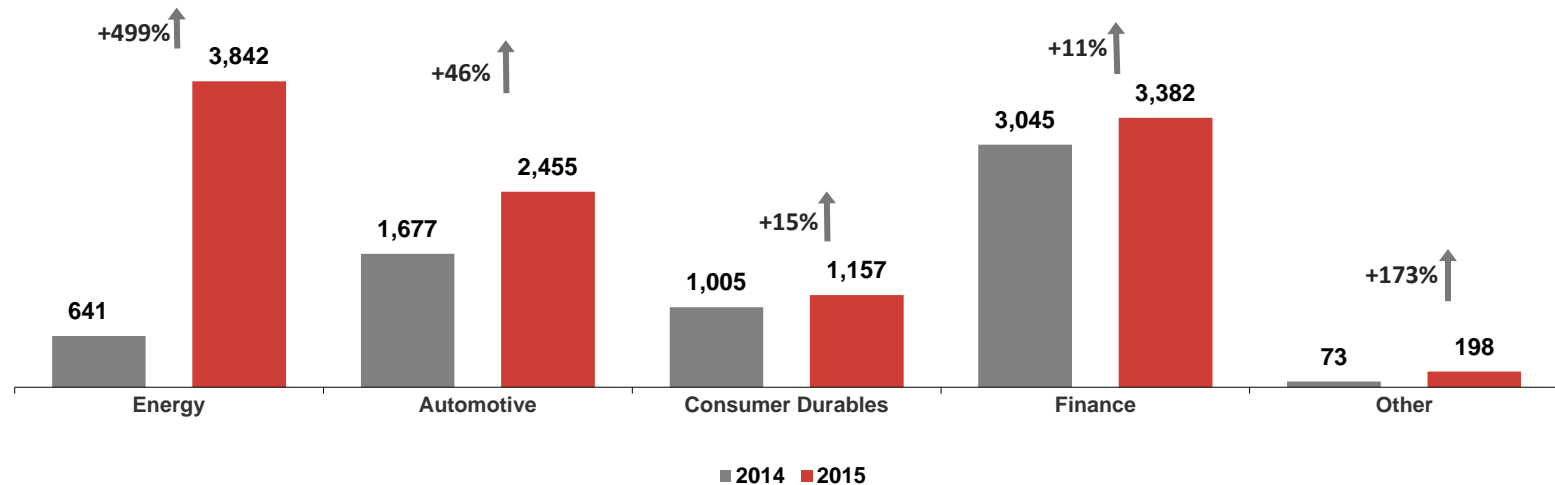
Combined Operating Profit – TLmn



Segmental Combined Operating Profit Breakdown – %



Segment Contribution to Combined Operating Profit – TLmn

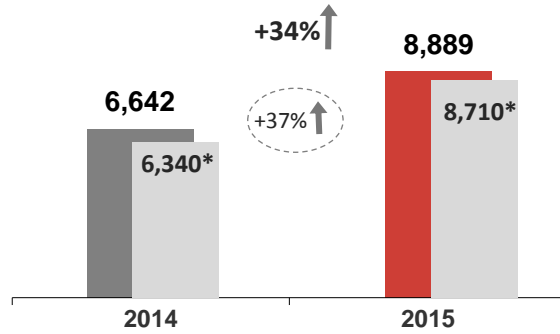


* Excluding FX gains/losses and credit finance income/charges on trade receivables and payables

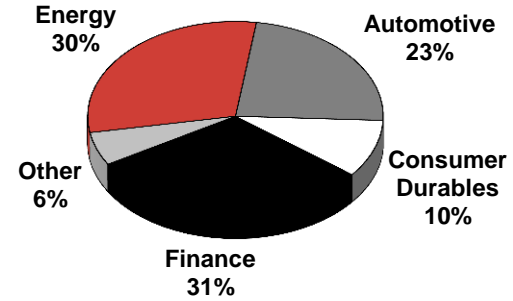


Combined Net Income

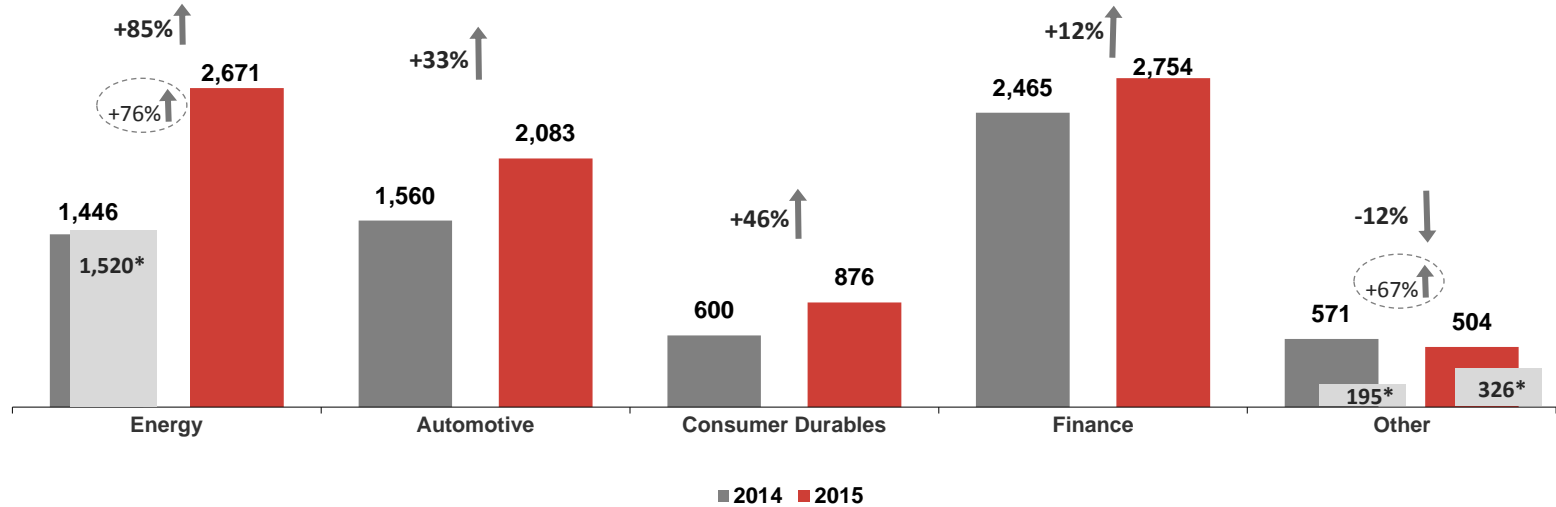
Combined Net Income – TLmn



Segmental Combined Net Income Breakdown – %



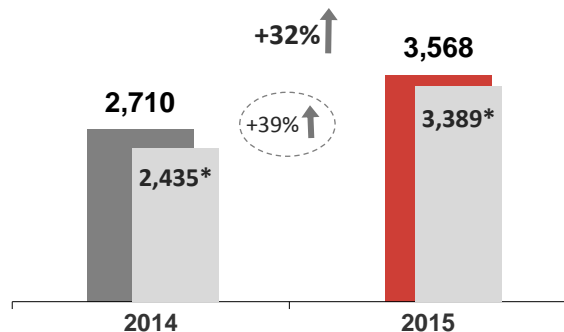
Segment Contribution to Combined Net Income – TLmn



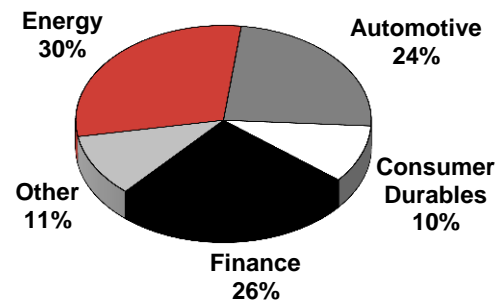
* Excluding one-off items (2015: Fair value gain of Koç Holding's asset exchange transaction – 2014: i.Fair value gain of Koç Holding's asset exchange transaction, ii.Tat Gıda's gain on sale of Maret segment and iii.Effects of tax settlement process on Tüpraş, Aygaz and Opet)

Consolidated Net Income

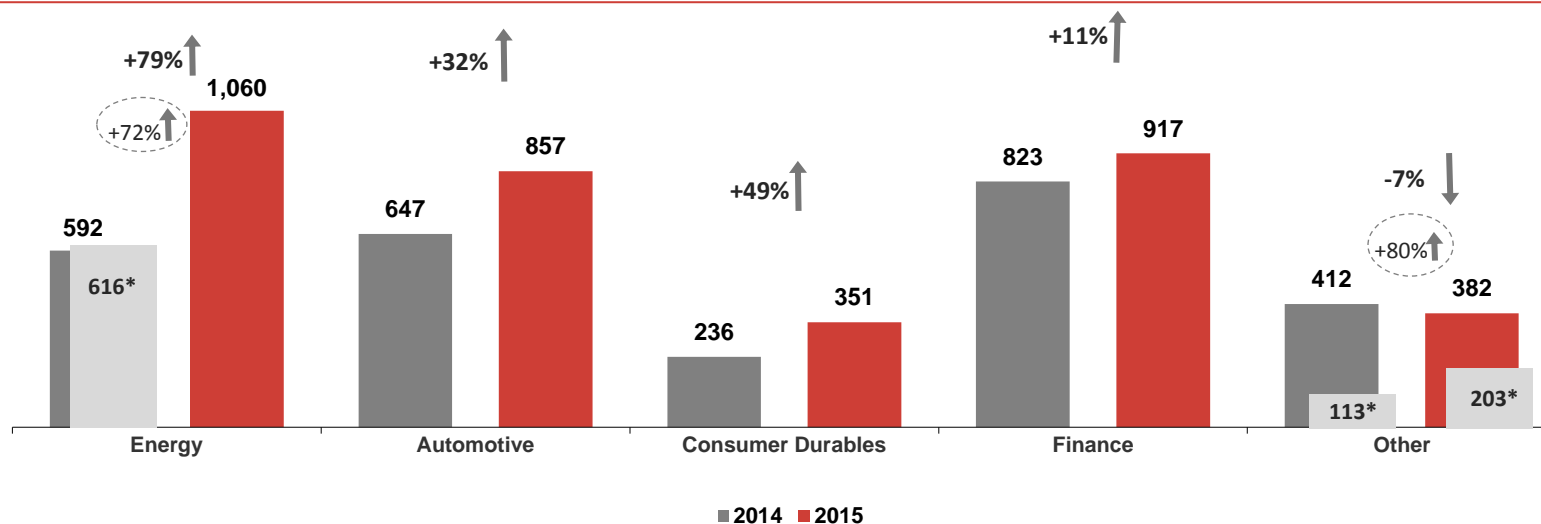
Consolidated Net Income – TLmn



Segmental Consolidated Net Income Breakdown – %



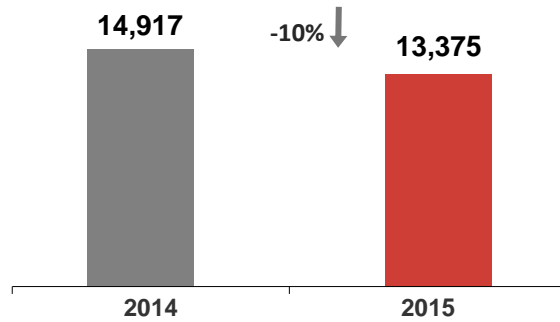
Segment Contribution to Consolidated Net Income – TLmn



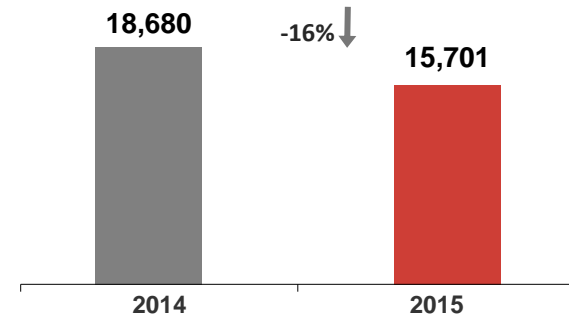
* Excluding one-off items (2015: Fair value gain of Koç Holding's asset exchange transaction – 2014: i.Fair value gain of Koç Holding's asset exchange transaction, ii.Tat Gıda's gain on sale of Maret segment and iii.Effects of tax settlement process on Tüpraş, Aygaz and Opet)

Combined Exports & International Sales

Combined Exports – US\$m

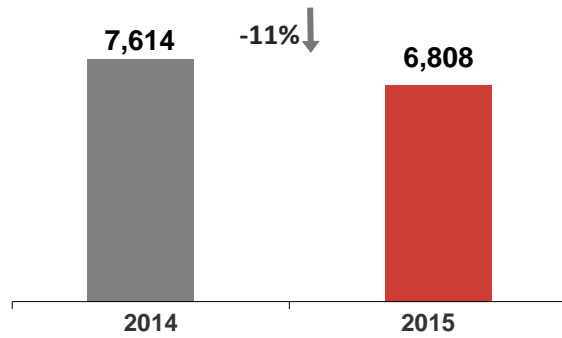


Combined International Sales – US\$m

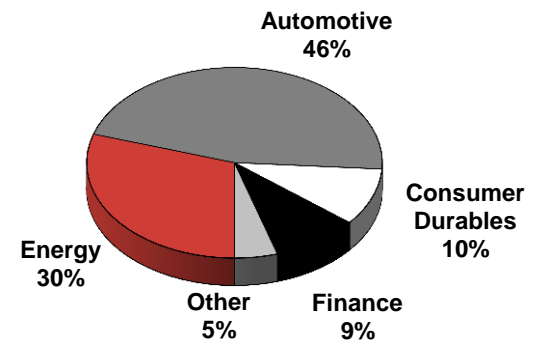


Combined Investments

Combined Investments – TLmn



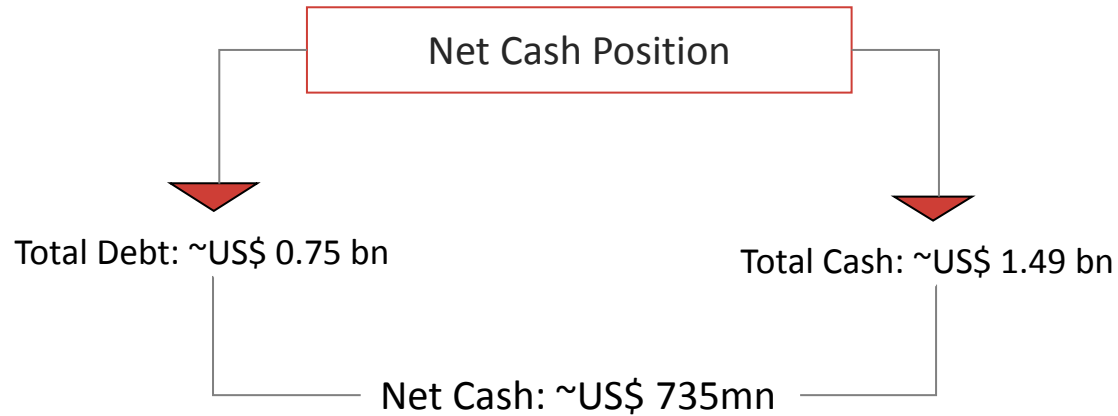
Segmental Investments Breakdown – %



Koç Holding Net Cash Position

Koç Holding Stand-Alone

31.12.2015



Consolidated Net Debt / Cash Excl. Finance

9M15
~US\$ -4.4bn

2015
~US\$ **-3.8bn**



SPV Debt

Initial Loan Amount	US\$ 1.8 billion
Remaining Debt as of year-end 2015	TL 644 million
Maturity of the Debt	April 2017 * (to be paid in two equal installments)

* As the required debt servicing in EYAŞ is low, dividend distribution to Koç Holding might start as early as 2016.



FX Position

Koç Holding Stand-Alone

FX Position

9M15	2015
US\$ + 46mn	US\$ +40mn

Koç Holding Consolidated

FX Position

9M15	2015
US\$ -2.8bn	US\$ -2.6bn*

FX Position Weighted by Effective Ownership

9M15	2015
US\$ -1.2bn	US\$ -1.1bn

* The natural hedging mechanisms due to FX linked pricing of Tüpraş inventory account for ~US\$0.7bn. In addition, Tüpraş applies “cash flow hedge accounting” for RUP financing loans under the related framework of IFRS. Excluding the RUP financing loans designated as hedging instruments (~US\$1.7bn as of 31 December 2015) and above-mentioned natural hedge of Tüpraş, the Group’s foreign exchange net short position amounts to ~US\$0.2bn as of 31 December 2015.



Consolidated Main Financial Indicators

	€ Mn*	US\$ Mn*	TL Mn	TL Mn	Change	Change
	31.Dec.2015	31.Dec.2015	31.Dec.2015	31.Dec.2014	%, TL	%, US\$
Revenues	23,024	25,548	69,492	68,622	▲ 1	▼ -19
Gross Profit	3,795	4,211	11,454	7,512	▲ 52	▲ 23
Operating Profit	2,212	2,455	6,677	3,222	▲ 107	▲ 67
Profit Before Tax	1,841	2,043	5,557	3,181	▲ 75	▲ 41
Taxes (net)	90	100	272	1,033	▼ -74	▼ -79
Net Income Before Non-controlling Interest	1,931	2,143	5,829	4,214	▲ 38	▲ 11
Non-controlling Interest	749	832	2,262	1,504	▲ 50	▲ 21
Net Income After Non-controlling Interest	1,182	1,312	3,568	2,710	▲ 32	▲ 6
Total Assets	22,969	25,101	72,985	63,941	▲ 14	▼ -9
Total Equity	10,598	11,582	33,676	29,301	▲ 15	▼ -8
Shareholders' Equity	7,281	7,957	23,135	20,348	▲ 14	▼ -9

* EUR and USD amounts shown in the consolidated balance sheet prepared in accordance with the TAS/IFRS have been translated from TL, as a matter of arithmetic computation only, at the official EUR and USD bid rates announced by the CBRT on 31 December 2015 of TL3.1776 = EUR1 and TL2.9076 = USD1, respectively and EUR and USD amounts shown in the consolidated statements of income, comprehensive income and cash flow have been translated from TL, as a matter of arithmetic computation only, at the average EUR and USD bid rates calculated from the official daily bid rates announced by the CBRT for the year ended 31 December 2015 of TL3.0183= EUR1 and TL2.7200= USD1, respectively, and do not form part of these consolidated financial statements.



Q&A



Disclaimer

This presentation does contain forward-looking statements that reflect the Company management's current views with respect to certain future events based on the base-case assumptions. Although it is believed that the expectations reflected in these statements are reasonable, they may be affected by a variety of variables and changes in underlying assumptions that could cause actual results to differ materially.

Neither Koç Holding nor any of its directors, managers or employees nor any other person shall have any liability whatsoever for any loss arising from the use of this presentation.



Shareholder Structures as of December 2015

Koç Holding

Koç Family: 68.51%
Free Float: 22.24%
Vehbi Koç Foundation: 7.26%
Koç Pension Fund: 1.99%

Energy

Tüpraş

SPV share: 51.00%
Free float: 49.00%

KH share: 43.70% (*)

SPV

KH share : 77.00%
Aygaz: 20.00%
Opet: 3.00%

Aygaz

KH share: 40.68%
Other Koç: 10.53%
Liquid Pet. Co.: 24.52%
Free float: 24.27%

Opet

Tüpraş: 40.00%
Other Koç: 10.00%
Öztürk Group: 50.00%

Automotive

Ford Otosan

KH share: 38.46%
Ford: 41.04%
Other Koç: 2.61%
Free float: 17.89%

Tofaş

KH share: 37.59%
Fiat: 37.86%
Other Koç: 0.27%
Free float: 24.29%

TürkTraktör

KH share: 37.50%
CNH Osterreich GMBH : 37.50%
Free float: 24.95%
Other: 0.05%

Otokar

KH share: 44.68%
Ünver Hold.: 24.81%
Other Koç: 3.29%
Free float: 27.22%

Consumer Durables

Arçelik

KH share: 40.51%
Other Koç: 16.73%
Burla Group: 17.61%
Free float: 25.15%

Finance

Koç Financial Services

KH share: 37.55%
Other Koç: 12.45%
Unicredit Bank Austria: 50.0%

Yapı Kredi Bank

KFS: 81.80%
Free float: 18.20%
KH share: 32.89% (*)

Other

Tat Gıda

KH share: 43.65%
Other Koç: 9.69%
Partner: 5.26%
Free float: 41.41%

(*) Effective stake indirectly through subsidiaries



For Further Questions, Please Contact :

investorrelations@koc.com.tr

▶ Funda Güngör Akpınar, Coordinator
Investor Relations
fundag@koc.com.tr
+90 216 531 0535

▶ Gizem Bodur, Manager
Investor Relations
gizemb@koc.com.tr
+90 216 531 0533

▶ Neslihan Aycıl, Manager
Investor Relations
neslihana@koc.com.tr
+90 216 531 0516

www.koc.com.tr



[IR Application](#)

